



County of Los Angeles
CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

WILLIAM T FUJIOKA
Chief Executive Officer

May 10, 2011

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

Dear Supervisors:

ADOPTED

BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

13 MAY 17, 2011

Sachi A. Hamai
SACHI A. HAMAI
EXECUTIVE OFFICER

Board of Supervisors
GLORIA MOLINA
First District

MARK RIDLEY-THOMAS
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

**PROBATION BUDGET REDUCTION PLAN
(ALL DISTRICTS AFFECTED) (THREE VOTES)**

SUBJECT

The Probation Department halls have experienced a significant workload reduction since the early 2000's. In addition, a key funding source for Probation – State Vehicle License Fee revenue – has declined by 18% over the past two years. The Chief Executive Office and Probation Department have developed a proposed plan to reduce the Probation budget and downsize the workforce in response to these changes. The plan includes the elimination of over hires and vacant funded positions, consolidation of operations, and realignment of staff to meet programming needs.

JOINT RECOMMENDATION WITH PROBATION DEPARTMENT THAT YOUR BOARD:

1. Adopt the Probation Budget Reduction Plan as set forth and direct:
 - a. The Chief Executive Officer (CEO) to implement the Probation Budget Reduction Plan during the Final Changes phase of the 2011-12 Budget.
 - b. Probation to immediately update the department-wide seniority lists (civilian and sworn).
 - c. Probation, in consultation with CEO/Employee Relations, to meet with the affected labor groups regarding the impact of the Probation Budget Reduction Plan.

"To Enrich Lives Through Effective And Caring Service"

**Please Conserve Paper – This Document and Copies are Two-Sided
Intra-County Correspondence Sent Electronically Only**

- d. Probation, with the assistance of the CEO and Department of Human Resources (DHR), to begin the process of reducing sworn and civilian over hire staffing to the authorized budgeted levels as soon as practical and in accordance with all applicable ordinance, code and Memorandum of Understanding (MOU) provisions.
 - e. DHR to implement a workforce reduction plan, consistent with Civil Service Rules and Board policy, due to the reduction in workload and decreased State funding.
2. Instruct Probation, with the assistance of the CEO, to report back to your Board on the following issues:
- a. The estimated impact of the probable elimination of State Vehicle License Fee (VLF) funding on the 2011/12 Probation budget, in the event the current temporary State VLF tax expires after June 30, 2011 and is not replaced, including any steps necessary to balance the Department's budget.
 - b. Assessment of the impact on the County from the portion of the proposed State realignment plan related to Probation.
 - c. Impact of Senate Bill 678 on the Department's budget and any impact on funding from the proposed State realignment.
 - d. Assessment of Juvenile Day Reporting Center pilot.
 - e. A plan to improve camp operation oversight and efficiency through the addition of Assistant Probation Director positions and to evaluate the effectiveness of the new positions.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

The CEO and Probation Department have been engaged in a review of the Department's workload and fiscal condition for the purpose of determining if operations were occurring in the most efficient and effective manner. These analyses revealed a substantial reduction in workload at the halls resulting from improved juvenile intake screening procedures that limit juvenile hall detention to those individuals committing the more serious offenses. A review of the average population of the detention halls

has shown a declining trend from a high of 1,800 in the early 2000's to the current average population of 1,200 for 2010-11.

While the workload decreased during that period, the staffing allocation remained set for a much higher workload based on the Corrections Standards Authority (CSA) rated bed capacity for each facility. The purpose of the recommended actions is to bring the staffing allocation in alignment with the reduced workload need, including a significant contingency for peak periods. It is anticipated that authorized staffing levels will be reduced, resulting in workforce reductions that will be subject to Civil Service Rule 19.01., specifically:

1. Elimination of 211 vacant funded positions
2. Reduction of filled positions by 48 positions
3. Elimination of 159 over hires (unfunded positions)

It is important to note that the final workforce reduction number will probably be less as a result of normal attrition and the seniority cascading process. This number is expected to change each month and will be updated for your Board in periodic status reports.

To help facilitate an orderly process, DHR will:

- Maintain contact with Probation's Human Resources and provide any assistance required to establish departmentwide sworn and civilian seniority lists.
- Establish regular meetings to ensure the process proceeds smoothly and in a timely fashion.
- Work closely with Probation to provide oversight on the workforce reduction process to ensure the actions are legal, timely and consistent with Civil Services Rules, County policy, and MOU provisions.

Plan Details

Priority of programming needs and commitments such as those in the Department of Justice (DOJ) Settlement Agreement were considered in the development of the Plan. The associated assumptions, by fiscal year, are outlined below:

Probation Budget Reduction Plan / Assumptions

Fiscal Year 2011-12

County Net County Cost (NCC) Expenditure Reductions

- Eliminate 159 sworn over hires (*nine months of savings after layoff process*)

Workload Reductions

- Eliminate 211 vacant funded positions (*12 months of savings*)
- Identify additional funded positions for reduction in Final Changes to eliminate remaining \$3.3 million shortfall
- Reduce capacity at Juvenile Halls by 317 beds and eliminate 48 positions (*nine months of savings after layoff process*)

Pilot Project/Potential Expansion

- Continue and evaluate Juvenile Day Reporting Center Pilot (*one existing site in 3rd District – 12 months of funding – and evaluation of potential expansion to two more sites and future funding to be discussed in a report back*)

Staff Realignment Proposed

- 11.0 Assistant Probation Directors (*to be discussed in a report back*)

Revenue Adjustments

- Adjust revenues downward to reflect actual revenues from 2010-11

Fiscal Year 2012-13

PFU Funding Proposed

- Juvenile Day Reporting Center expansion (*two additional sites for total of five – six months funding – if pilot project proves successful*)

Other Pending Issues for Future Report Backs

- Updates on Workforce Reduction Process/Issues
- Potential loss of additional \$82 million in VLF revenue for total of \$100 million loss (\$18 million in 2010-11 and \$82 million in 2011-12)

- State realignment impacts
 - Workload
 - Funding
- SB 678 funding stream beginning in 2011-12
- Evaluation of option to use bonuses for a one year pilot program of new Assistant Probation Director positions to test effectiveness. Regularize in 2012-13 if pilot proves effective.
- Juvenile Day Reporting Center
 - Evaluation of Pilot Project
 - Evaluation of potential expansion (*for a total of five sites*)
- Evaluation of option to use more Detention Services Officers or other similar positions for custodial supervision in camps, freeing up Deputy Probation Officers to provide treatment services.

Implementation of Strategic Plan Goals

This action is consistent with Strategic Plan Goal One, Operational Effectiveness in that it provides for the efficient and effective use of County resources.

FISCAL IMPACT/FINANCING

The recommended actions will result in nearly balancing the \$35.1 million 2011-12 Probation budget shortfall by reducing expenditures by \$31.8 million. The \$31.8 million is broken down as follows: \$21.9 million Probation budget savings (related to reduced workload and elimination of vacant funded positions) and a Net County Cost savings of \$9.9 million (related to elimination of over hires). The total savings is dependent on when workforce reductions actually occur. The calculated savings are annualized based on a July 1, 2011 effective date for elimination of the vacant funded positions and an estimated nine month savings (beginning October 2011) for the over hire and workload reduction positions. Each month that workforce reductions are delayed will reduce savings by \$1.1 million. Additional funded positions will be identified for elimination as part of the Final Changes phase of the budget process to close the remaining \$3.3 million shortfall.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

The Probation Workforce Reduction Plan as described above is consistent with Civil Services Rules, County Policy, and MOU provisions.

The Honorable Board of Supervisors
May 10, 2011
Page 6

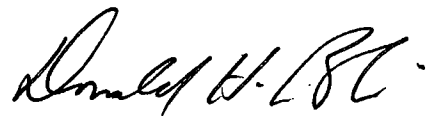
IMPACT ON CURRENT SERVICES

The recommended staffing is anticipated to be sufficient to maintain the current service levels and satisfy the DOJ Settlement Agreement for the projected workload.

Respectfully submitted,



WILLIAM T FUJIOKA
Chief Executive Officer



DONALD H. BLEVINS
Chief Probation Officer

WTF: EFS:JW
AHW:SAW:ef

Attachment

c: Executive Office, Board of Supervisors
County Counsel
Human Resources
Probation

Probation Department Proposed Other Actions to be Taken to Reduce Deficit Fiscal / Budget Impact

Assumptions:

Department continues to experience a revenue shortfall of \$35.0M in FY 2011-12

F I S C A L Y E A R 2 0 1 1 - 1 2						
	[A]	[B]	[C]	[D]	[E]=[B]+[C]+[D]	[F] = [A] - [E]
Recommended Budget FY 2011-12	FY 2011-12 Est-Actuals Deficit	Reduction of 317 Bed Capacity at Halls ⁽¹⁾	Lay-off 159.0 Overhires at Halls ^{(1) (2)}	Deletion of Vacant Positions	Sub-Total	REVISED Est- Actuals for FY 2011-12
ROLL - OVER Budget		(4,338,000)	(9,909,000)	(17,595,000)	(31,842,000)	31,842,000
S&EB		-	-	-	-	-
S&S		-	-	-	-	-
Other Charges		-	-	-	-	-
Capital Assets		-	-	-	-	-
Gross Total		(4,338,000)	(9,909,000)	(17,595,000)	(31,842,000)	31,842,000
Intrafund Transfer		-	-	-	-	35,145,000
Revenue	35,145,000	(4,338,000)	(9,909,000)	(17,595,000)	(31,842,000)	31,842,000
Net Total	(35,145,000)	(4,338,000)	(9,909,000)	(17,595,000)	(31,842,000)	35,145,000
Net County Cost						^[3] (3,303,000)
No. of Budgeted Positions	6,205.0	(48.0)	-	(211.0)	(259.0)	5,946.0
No. of Lay - Offs	-	(48.0)	(159.0)	-	(207.0)	(207.0)

Footnotes:

- [1] The Juvenile Halls were staffed to meet 1:10 staffing ratios based on the CSA rated capacity of 1,824; however, workload has significantly decreased. The current population is approximately 1,200. Therefore, reduction of staff will not impact staffing ratios. The workload reduction in population accounts for a corresponding reduction in staffing.
- [2] Reflects layoffs of 143.0 Detention Services Officer (DSO) positions and 16.0 Group Supervisor, Nights, Probation (GSN) positions and reflects 9 months of savings - assuming layoffs will occur by October 1, 2011.
- [3] Funding shortfall of \$3,303,000 is due to the delay of laying off staff effective July 1, 2011. Additional funded positions will be identified in the Final Changes phase of the budget process which may or may not result in layoffs.